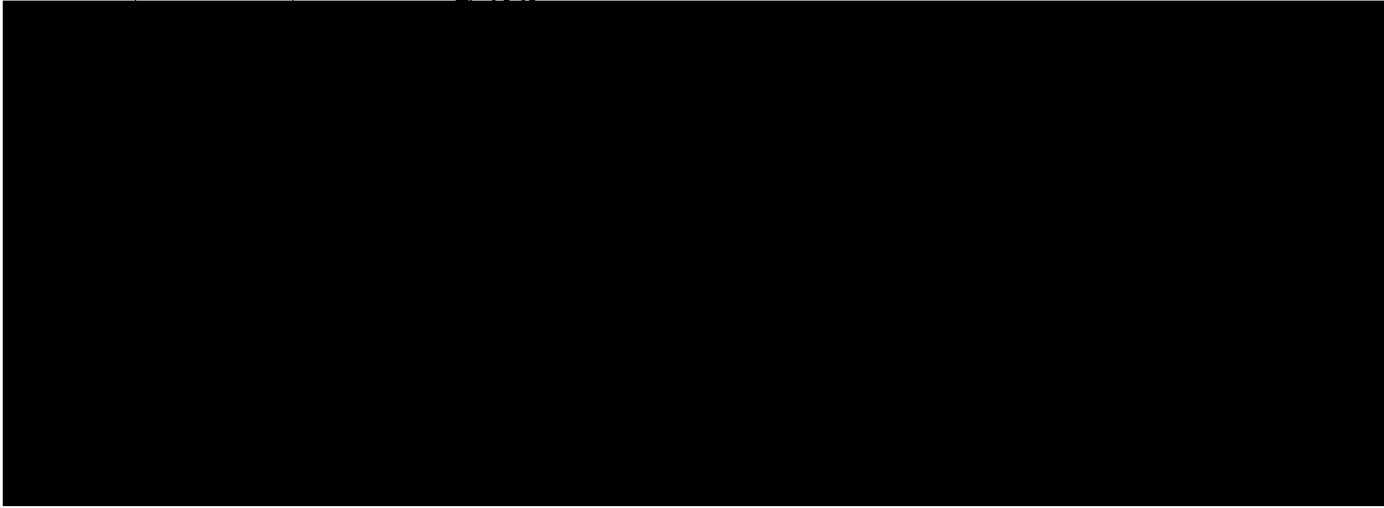


16 April 1951

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ESTABLISHING A CAREER SERVICE IN THE CENTRAL INTELLIGENCE AGENCY

I

1. The Office of Training has been given the responsibility of establishing the organization and procedures that will insure the development of a career service in the Central Intelligence Agency.
 2. There are four major elements in the development of a career service: procurement, instruction, placement, and promotion. In each of these four operations, the Office of Training shall participate only to the degree that is functional and necessary in carrying out the objectives of a career program.
 3. An intelligence officer in the career service will advance primarily through one of two major fields of activity: administrative or substantive. It is recognized that the tendency in government career services has been to emphasize administrative qualifications and opportunities for advancement in terms of administrative competence at the expense of adequate recognition for expertness in substantive matters. Sound grounding in both administrative and substantive operations are essential for a junior intelligence officer, but every effort will be made in this Agency to insure that substantive experts receive the fullest recognition usually accorded administrative ability.
 4. Men and women for the career service will be sought primarily from (a) senior classes of reputable colleges and universities; (b) separation facilities of the armed services; (c) graduate schools with area programs; (d) other government agencies, through information not raiding; (e) personnel at present employed in the Central Intelligence Agency. ILLEGIB
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II

1. The total career program will be developed in cooperation with the Assistant Directors throughout the Agency. As a first step, a training liaison officer has been appointed by the Assistant Director of each Office. The training liaison officers serve as consultants with the Office of Training.
2. When a potential career service officer has been recruited from outside the Agency, normally he will be assigned temporarily to the Office of Training. If it is not satisfactory to have him remain in his previous employment until he has received complete security clearance for regular Agency employment, he will be brought into Agency employment after he has been given provisional security clearance and will be placed in Unclassified Training Group A, pending regular employment security clearance.
3. Upon receiving regular employment security clearance, the junior officer will be given an initial orientation, training, and assessment program of 2 - 6 weeks. The length of initial orientation will depend upon his previous experience and future assignment. He will be assigned to the Office of Training for his first ninety days in the Agency.
4. At the conclusion of initial orientation in his ninety-day training program, the junior officer will be assigned to an operating office as an intern.
5. Every Thursday and Friday afternoon, the trainee will report to the Office of Training for a seminar, 2 - 5 p.m., which will be designed to provide practical instruction in the whole field of intelligence.
6. Trainees will be rotated in their internship assignments as planned by the Office of Training together with the Training Liaison Officers of the Offices concerned.
7. The Office of Training will maintain close control over trainees for the period of their ninety days of initial training in the Agency and will seek the fullest cooperation of operating offices in the total training process.
8. After ninety days of training in Washington, the trainee will be referred to the Office of Personnel for initial regular job placement. The Office of Training will at that time send to the Office of Personnel the combined assessments secured from all CIA officials who have worked with the junior officer during his ninety-day training period.
9. The Office of Training will maintain general control over junior officers for the first three years of their Agency employment.

After two years of regular employment, junior officers will be recalled for a training period appropriate to their career needs. Ordinarily this training period will run from six months to two years. It may be in Washington, in the field, or in a college, university, institute, in industry, or in another government agency.

10. Where functional to his career in intelligence or necessary in fulfilling his obligations for military service, a junior officer will be assigned for a period of from one to three years to that branch of the military service most appropriate to his training needs for a career in intelligence.

III

1. The Office of Training will be included, in an advisory role, in all promotion board deliberations relating specifically to the officers who will have been recruited and trained after 1 July 1951.
2. The privileges and responsibilities of a career in intelligence shall be available to all employees of the Central Intelligence Agency who give evidence of outstanding ability and genuine career interest. The Office of Training will develop procedures by which the selective process for the career service may be in continuous operation. Any CIA employee is a potential candidate for career service consideration from the day he enters upon duty in the Agency.
3. The Office of Training operates as a staff function of top management. Programs developed by the Office of Training in carrying out the objectives of a career service will require close, functional, continuous cooperation with every office in the Agency: in the functions of procurement and placement,--especially with the Office of Personnel; in the training or instruction function,--with each operating office; in the promotion function,--with whatever promotion boards that may be established. In carrying out its mandate from DDI, the Office of Training will draw upon the full resources of the Agency in seeking to promote maximum efficiency in operations throughout CIA.

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